

THE COURSES AND SYLLABI FOR POST GRADUATE DIPLOMA IN HUMAN  
RESOURCE DEVELOPMENT.

1. Objective:

The basic purpose for starting this course is to prepare competent and effective personnel to find out their potential given them proper orientation, training and provide them the opportunities which could enable them to realize and develop their innate latent capacities to face challenges in different official capacities Efforts will also be made to identify the needs of the country, to classify available human resources and to take measure for proper utilization and development of these resources.

With this aim in mind the Department of Public Administration, H.P. University has ventured to start a P.G. Diploma in Human Resource Development . This course will evolve a strategic approach to the acquisition motivation development and Management of the organization's human resources.

- (i) The first objective of this course is to develop human resources by making the personnel competent and effective in their respective fields of specialization.
- (ii) It shall also investigate the human potential make plans for proper utilization of human resources.

2. Admission Procedure:

There will be 30 seats in all. The minimum eligibility shall be 50% marks ( 45% in case of SC/ST ) in the Bachelor's degree in any discipline . The admission shall be made on the basis of academic career and entrance examinations. While preparing the merit list for admission , 30% weightage will be given to the academic career and 70% to the entrance examinations .All the seats will be paid. Seats will be filled as per the roster for MCA Reservation : 75% of seats are reserved for students who have passed their qualifying exam from any University in Himachal Pradesh and remaining 25% seats will be open to all. There will be 15% and 7.5% reservation for SC and ST respectively in each category. No other reservation weightage of any kind is allowed.

**Basis of Admission:** Admission will be made on the basis of Entrance Test which will be of one and half hours duration having 100 multiple choice questions on General English General Knowledge and Organization and Management.

- a) The Competitive examination will consist of
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|-------------------------|------------|
| i) Written Test         | 50% Marks. |
| ii) Group Discussion    | 10% Marks. |
| iii) Personal Interview | 10% Marks. |
- b) Weightage of Academic Career.
- |                    |            |
|--------------------|------------|
| Matric Examination | 10% Marks. |
| + 2 Examination    | 10% Marks. |
| B.A (T.D.C.)       | 10% Marks. |

**Note:** The Department will call the students in the ratio of 1.3 for group discussion and interview.

## **2. Application Forms and Fees:**

The applications forms will be issued by the office of the Dean of Studies on usual charges as prescribed by H.P.University from time to time .The application form must be accompanied by a postal order / demand draft of Rs 200/- ( Rupees Two Hundred Only ) and Rs. 50/- ( Rupees Fifty Only) in case of SC/ST payable to the Finance Officer , H.P. University, Shimla-5. and must reach Chairman

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Department of Public Administration by the last date fixed for this purpose. The fee of Rs.200/- and ( Rs. 50/- in case of SC/ST will not be refundable in any circumstances. The fee for said course will be Rs.10,000/- ( Rupees Ten Thousand Only) per semester in addition to normal fee.

## **3. Duration of the Course:**

The duration of the course shall be one year spread over two semesters.

5. Courses of Study:

First Semester.	Marks	Internal assessment.
Course No. I Human Resource Development	80	20
Course No. II Human Resource Building	80	20
Course No.III Research Methods	80	20
Second Semester:		
Course No. IV Employer – Employer Relations	80	20
Course No. V Human Resource Management	80	20
Course No. VI (i) Project Report	80	--
(ii) Viva-Voce	20	--

The project report shall be based on the topic relating to Human Resource Development only. The Students during winter vacation will be attached to some organization for field training.

Viva-Voce Shall be conducted by a Board of Examiners consisting Chairman of the Department , Supervisor of the candidate and one external examiner.

Internal Assessment : Internal assessment of 20 marks in each theory paper will be based on attendance assignments and Viva- Voce for this purpose the department council headed by the Chairperson will evaluate the internal assessment.

## PAPER- I HUMAN RESOURCE DEVELOPMENT:

1. Human Resource Development:- Concept of HRD , Need for HRD, organization of HRD , Learning concepts & Principles , types and methods of learning, career Planning & development , qualities of a HRD manager. Employee counseling .
2. Training & Development:- Coverage of operative training programme , steps in training programme , training methods, Impediments to Effective training.
3. Management development:- Nature of managerial functions, Managerial skills , Management development :- Concepts & assumptions . Management development process, Management development Methods, on the job development, off the job development , self development, organization of Management Development Programmes, Evaluation of off training & development programmes.
4. Organization Development:- Concept of OD., process of OD, OD Interventions :- Survey feed back, process consultation , sensitivity training, transactional Analysis, Change Agents , role pf change agents.
5. Dynamics of Employee Morale and Productivity:- Meaning, factors affecting morale, types of morale , effects of morale, morale & productivity, morale & performance, measurement of morale , improving morale. Relationship between morale & productivity , factors influencing industrial productivity ,steps to increase productivity.
6. Motivation :- Meaning, Importance, theories of motivation viz, Maslow's need hierarchy theory, two factor theory, ERG theory, achievement motivation theory, Equity theory, Reinforcement theory. X,Y&Z theories .
7. Leadership :- Concept of leadership , Theories of leadership i.e. Trait theory, Behavioural theory and situational theory. Leadership styles in Indian organizations.
8. Career Development and Planning:- Concept of career, career planning, the process of career planning, limitations of career planning, career development, Essentials of success in career.
9. Performance Appraisal:- Concept, performance appraisal process, methods, Barriers to effective appraisal .
10. Stress Management:- Concept of stress, Causes of stress, Effects of stress, Stress management, Methods of stress management.
11. Conflict Management:- Meaning, levels of conflicts , Conflict management Techniques.

12. Management of Change:- Meaning , Kinds of change, Identification of Problem, Implementation of change. Concept of planned change, strategies of planned change, Change process. Resistance.
13. Safety & health Management:- Safety , Causes of accidents , Safety measures, Statutory provision concerning safety, Health management, statutory provisions concerning health.

#### BIBLIOGRAPHY:-

1. Keith Davis; Human behavioural work, Tata MC Graw Hill, Publishing Co, LTD ,New Delhi, 1993.
2. Nair & T.V. Rao; Excellence through Human Resource Development, Tata MC Graw Hill , New Delhi, 1990.
3. Prem Kumar & A.K.Ghosh; (ed) Human Resource Management Anand Publications, 1991.
4. K. Aswathappa ; Human Resource & Personnel Management , Tata MC Graw Hill Publishing house ,New Delhi, 2002.
5. C.B.Gupta; Human Resource Management Sultan Chand & Co, New Delhi,2001.
6. Frank, H.E; Human Resource Development: The European Approach, Gulf Publishing Co, 1974.
7. Fred Luthans; Organizational Behaviour, MC Graw Hill New York 1975.
8. R.M.Steers ; Motivation & Work Behaviour, MC Graw Hill New York 1975.
9. L. M. Prasad; Organization Behaviour Sultan Chand and Sons, New Delhi, 1991.
10. C.B.Mamoria; personnel Management , Himalaya Publishing House ,Bombay, 1995.
11. T.N.Chhabra; Human Resource Management: Concepts and issues, Dhanpat Rai & Co, Pvt. Ltd. New Delhi,2000.
12. P.C. Tripathi; Human Resource Development : Sultan Chand & Sons , New Delhi ,1999.

#### PAPER NO II HUMAN RESOURCE BUILDING:

1. Personality.
2. Perception
3. Attitudes and Values
4. Power and Authority

5. Inter personal behaviour
6. Work Environment
7. Absenteeism and Labour Turnover
8. Organizational Effectiveness
9. Team Building
10. Communication and Counseling
11. Decision Making
12. Time Management

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#### BIBLIOHTSPHY:

1. Harold Koontz and Heiwz Weihrich; Management, New York, Mc Graw Hill Book Company ,Ninth Eds.1988.
2. Max.D.Richards (ED) Readings in Management, Seventh Edition Cincinnati, South Western Publishing Company, 1986.
3. William G. Ouchi ; Theory Z, New York, Avon Books,
4. R.S. Dwivedi ; Human Relations and Organizational Behaviour, New Delhi, Oxford and IBH Publishing Co. Pvt. Ltd. Third Edn. 1989.
5. K.Davis; Human Behaviour at work, New Delhi, tata Mc Graw Hill publishing Co. Ltd.1975.
6. Aubrey C. Sansford; Human Relations-Theory and Practice of Organizational Behaviour, Columbus, Ohio: Charles E. Mervill Publishing Co. 1977.
7. Peter Drucker; The practice of Management, New York, Harper and Brothers,1954.
8. H. Joseph Reitz. Behaviour in Organizations, Homewood, Gllinoes,Grwin,3<sup>rd</sup> Edn.1987.
9. Heabert A. Simon; Administrative Behaviour : A Study of Decision Making Process in Administrative Orgs. New York , 1976.
10. Y. Dror; Muddling Though “ Science or Inertia ? Public Administration Review 1983.
11. L.M. Prasad; Principles and Practice of Mgt. New Delhi, Sultan Chand and Sons, 1989.
12. -do- Organizational Behaviour , Sultan Chand and Sons New Delhi,2003 .
13. -do- Human Resource Management Sultan Chand and Sons, New Delhi, 2003.

#### PAPER NO IIIRD RESERCH METHODS:-

1. Scope & Objectives of Social Research.
2. The Research Process
3. Research Design
4. Meaning & formulation of hypothesis
5. Testing of hypothesis
6. Meaning & Types of sampling
7. Content analysis

8. Observation
9. The interview method.
10. The Questionnaire
11. Case Study
12. Survey Method
13. Tabulation of Data
14. Analysis of Data
15. Report Writing
16. The Computer : Its role in research

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#### BIBLIOGRAPHY:

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| 1. Hayes and Hedlund ( Eds.)              | Conduct of Political Inquiry, New Jersey, 1970.  |
| 2. Lillian Conhen;                        | Statistical Methods for Social Science , New Delhi.                                    |
| 3. Kaplan, Abrahan;                       | The Conduct of Inquiry, Chandler, 1969.  |
| 4. Young , Pauline;                       | Scientific Social Surveys.   |
| 5. Deckinson Mc Graw and<br>Waston;       | Political and Social Inquiry , wiley,1976.   |
| 6. Meser,C.A;                             | Survey methods in Social investigations , Heinemann,<br>1961.                          |
| 7. Goode & Hatt;                          | Methods in Social Research ,New York Mc Graw Hill<br>,1952.                            |
| 8. P.I . Bhandarkar &<br>T.S. Wilknison ; | Methodology & Techniques of social Research ,Delhi<br>Himalaya Publishing House, 2000. |
| 9. C.R. Kothari;                          | Research Methodology , New Delhi Wishwa<br>parkashan, 1999.                            |

#### SEMESTER –II

#### PAPER NO. IV : EMPLOYER EMPLOYEE RELATIONS:

1. Conceptual Frame work : the perspective, and Management relation .
2. Human Relations: Meaning , Approaches, Importance and Techniques and Principles.
3. Trade Union: Development, Structure, Recognition, Leadership and Management in Trade Union.
4. Types of trade union and Problems of Trade Unionism.
5. Resolution of Conflicts, Conflict and Co- operation, Industrial disputes and their settlement ( Industrial disputes Act 1946).
6. Settlement of Disputes: Conciliation, Adjudication and arbitration.
7. Worker Participation in Management at various levels.

8. Collective Bargaining: Meaning , nature and objectives of collective bargaining , Theories of collective bargaining.
  9. Issues and trends in Industrial relations in India : Problems of Automation, Productivity, improvement and Rationalization.
  10. Disciplines and Grievance : Meaning, Types of disciplines causes of in disciplines, enforcement of discipline, Essentials of good disciplinary system.
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11. Code of discipline : Meaning & Causes of grievance , redressal of grievance, procedure to redress the grievances.

#### BIBLIOGRAPHY:

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| 1. Agnihotri, V:                             | Industrial Relation in India.  |
| 2. Bhagoliwal, T.N:                          | Economics of Labour & Industrial Relations, Smitya Bhavan, Agra, 1992.                               |
| 3. Davar, R.S:                               | Personnel Management & Industrial Relations, Vikas Publishing House, Pvt. Ltd. New Delhi, 1999(Edn.) |
| 4. Mamoria, C.B:                             | Dynamics of Industrial Relations.  |
| 5. Mamoria, C.B:                             | Personnel Management, Himalaya Publishing House, Bombay, 1995.                                       |
| 6. Goyal , R.C:                              | Problems in personnel & Industrial Relations in India, National Publishing House, New Delhi,1971.    |
| 7. Saxena, R.C:                              | Labour Economics & Social Welfare, K, Nath & Co. Meerut, 1996 (edn).                                 |
| 8. Reynolds, L.G:                            | Labour Problems & Labour Relations, Prentice Hall , New Delhi,1978.                                  |
| 9. Aggarwal,R.D:                             | Dynamics of Labour Relations in India Tata, Mc Graw Hill , Publishing Co. New Delhi.                 |
| 10.Indian Institute of Personnel Management: | Practical, Approach to Human Relations, Asia Publishing House,Bombay,1977.                           |

#### PAPER NO V HUMAN RESOURCE MANAGEMENT:

1. Human Resource Management: Meaning & Definition, Nature & Scope of HRM, HRM: Objective & Functions, Development of HRM, Organisation of HRM, Evolution of HRM, HRM : Arguments & Conclusions.
2. Organising the Personal Function: Organisation of Personal Department, Image & qualities of HR/Personnel Manager, Need and Significance of Personnel Policies, Essentials of Personal Policies.
3. HRM Trends in a Dynamic Environment: External factors Vs HR functions, Total Quality Management, Internal Environment Vs HR function , Managing Diversity.



4. Human Resource Management in India: Genesis & growth in India, Evolution of the concept, Impediments to progress, Environment of HRM, Measures to speed up growth.
5. Human Resource Planning: Concept and objectives, Need & Importance, Factors Affecting HRP, The Planning Process, HRP & the Government, Barriers to HRP.

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6. Job analysis and Job Design: Learning Objectives, Meaning & Definition, The Process, Process & Methods of Job Analysis, Job description & Job specification, Approaches & Methods of Job Design & Redesign.
7. Recruitment & Selection: Meaning & Process of Recruitment, Recruitment Policy & Process, Meaning & Process of Selection, Selection test.
8. Job Evaluation: Concept, Process & Objectives of Job Evaluation, Advantages & Limitations, Essentials of Job Evaluation, Methods of Job Evaluation.
9. Employee Benefits & Services: Learning objectives, Meaning & Definition, Importance of Employee Benefits & Services, Types of Employee Benefits & Services, Guidelines to make Benefits & Services Programmes more effective.
10. Quality of Working Life : Concept, Measurement Dimensions, Principle & Techniques.
11. Personal Records, Research & Audit : Objectives & Significance of records, Types & Principles of Personnel Records, Meaning & Significance of Personnel Research, Objectives of Personnel Audit, Scope & Approaches to Human Resource Audit.
12. Human Resource Accounting & Human Resource information system: Meaning & Objectives of HRA, Advantages & Disadvantages, Need for Information in HRM, Advantages & Limitations of HRIS.
13. Personnel Research, Changes and the future: Nature of Personnel Research, The Personnel Manager as Change Agent, Future of HRM.

#### REFERENCE:

1. David A . Decenzo & Stephen P. Robbins (2000), Personnel / Human Resource Management, Prentice Hall of India Pvt. Ltd, New Delhi.
2. Edwin B. Flippo (1984 ) , Personnel Management, McGraw Hill Book Company, New York.
3. K.Asathappa (1999), Human Resource & Personnel Management , Tata Mc Graw Hill Publishing Co. Ltd, New Delhi.
4. R.S. Diwedi (1984), Manpower Management, Prentice Hall of India Pvt. Ltd, New Delhi.
5. C.B. Gupta (2000) ,Human Resource Management, Sultan Chand & Co, New Delhi.
6. V.S.P. Rao (2000), Human Resource Management, Excel Book, New Delhi.
7. L.M.Parsad (2000), Human Resource Management, Sultan Chand & Sons, New Delhi.



## **Annexure –I**

### **M.Phil Syllabus in Public Administration w.e.f 2010-11 session**

**The M.Phil course will be one year duration divided into two semester caring total 300 marks.**

Semester –I

Course No.I	Name of the Papers	Marks
1. (i)	Advanced Public Administration	75
(ii)	Seminar	25
2. (i)	Advanced Research Methods	75
(ii)	Book Review	25

## Note:

1. Theory paper : For regular students each theory paper will be of 75 marks and duration of each paper will be 3 hours. In each theory paper 10 Questions are to be set and candidate has to attempt only 5 Questions. All Question will carry equal marks
2. Two seminars and one book review will be valued by the Department teachers/staff council.

### Semester-II

3. Dissertation 100

The division of 100 marks will be as given below:

(i)	Dissertation writing	75
(ii)	Dissertation viva-voce	<u>25</u>
	Total	100

## M.PHIL 1ST SEMESTER: COURSE NO-I: (I)

### ADVANCED PUBLIC ADMINISTRATION

1. Sustainable Development : Definition, features, Concept& principles ,Challenges to Sustainable Development .Concept of Inclusive Development.
2. Good Governance: Definition , Elements, Indicators Characteristics , Reforms for good governance, Bureaucracy & good governance in Indian context . Globalization and good governance .
3. E.Government and &E. Governance , E-governance initiative at centre and state level E-governance as a tool of good governance.
4. Administrative Culture : Definition , Characteristics & functions. Administrative Culture and Bureaucratic culture . Hazards in Administrative Culture.

- 5 Ethics in Public Administration: Ethical concerns in Public Administration , Role of Ethics in Administration, Challenging Corruption in Indian Public Services , Right to Information Act. ,2005.
- 6 Administrative Reforms & Reorganization of Public Administrative in India. Second Administrative Reform Commission & its Recommendations .
- 7 Disaster Management: Prevention , Preparedness and Mitigation.  
  
Disaster Preparedness : Role and Responsibilities of Central , State, District and Local Administration in Disaster Management. Disaster Management Act.2005.
8. New Public Administration – Characteristics ,Elements, Goals of New Public Management , Public choice Approach & New Taylorism , Impact of Globalization on Public Administration.

### **Bibliography**

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|---|--|
| Alka Dhameja:                           | Contemporary Debates in Public Administration  |
| C.P. Bhartwal & Kumkum Kishore :-       | Public Administration in India current Perspective, A.P.H Publishing Corporation.                  |
| C.P. Bhartwal:                          | Good Governance in India , Deep & Deep Publication New Delhi.                                      |
| R.B Jain:                               | Globalization & good governance pressure for constructive reforms.                                 |
| Indian Journal of Public Administration | “Special Issue of IInd Administrative Reform Commission ,IIPA , Nov., 2007.                        |
| S.L. Goel:                              | Advanced Public Administration , Deep & Deep Publications Pvt. Ltd. ,New Delhi .                   |
| B.H Jajoo:                              | Nirnay, special issue on E-governance Sardar Patel Institute of Public Administration , Ahmedabad. |

E-Governance Compendiums, 2007 of Dept. of Information Technology Govt. of Madhya Pradesh.

M.P.Gupta,,PrabhatK,,JaijitBhattacharya "Government online", Tata Mc Graw Hill Publishing Company Limited, New Delhi ,2004.

E-Vayunandan, Dolly Mathew: " Good Governance initiatives in India , Prentice Hall of India Private Limited New Delhi, 2003.

S.L. Goel: "Right to Information and Good Governance Deep & Deep publications Private Limited New Delhi, 2007

M.G Ramakant Rao : " Good Governance Modern Global and Regional perspective" Kanishka Publishers & Distributors New Delhi, 2008.

R.B Jain: Public Administration in India ,21<sup>st</sup> Century Challenges for Good Governance , Deep & Deep Publications, New Delhi,2001.

S.L.Goel: Encyclopedia of Disaster Management

W.Nick Carter : Disaster Management – A Disaster Manager's Handbook

## **Advanced Research Methods**

### **Course No –II**

1. Science , Assumption of Science and Scientific Methodology , Rationale of Scientific Research.
2. Meaning , Nature and Ethical concern in Social Science Research.

3. Research : Basic Elements of Research , Research Problem, Concept and objectives ,Types of Research, Quantitative & Qualitative Research.
4. Research Design: Basic Research Design , Applied Research Design and Evaluative Research Design.
5. Hypothesis formulation and Hypothesis testing.
6. Sampling and Sampling Design.
7. Methods of Data Collection ( Observation , Interview , Questionnaire ).
8. Data Processing , analysis and interpretation .
9. Report and Thesis Writing.
10. Survey of Research in Public Administration in India.

**Selected Readings:**

1. V.A Pai Panandikar ( Ed.) : A Survey of Research in Public Administration 1980.90 , Delhi , Konark Publishers Pvt. Ltd. ,1997.
2. Johan W. creswell : Research Design Qualitative & Qualitative Approaches, London, Sage Publications, 1990.
3. Kuldeep Mathur (Ed.): Survey of Research in Public Administration 1970-79, New Delhi, concept Publishers,1986.
4. Kaplan Abraham: The Conduct of Enquiry Chandler, 1960.
5. Young PV: Scientific Social Survey and Research New York , Prentice Hall, 1960.
6. S. Eckhardt, K.V. and E Lrmann M.David: Social Research Methods, Random House, New York,1997.
7. W.J. Goode and P.K. Hatte: Methods in Social Research , New York, Mc Graw Hill , Internal Edition, 1931.
8. B.N. Ghosh: Scientific Methods and Social Research New Delhi , Sterling Public Pvt. Ltd.
9. M.H. Gopal: An Introduction to Research Procedure in Social Sciences, Asia Publishing House, Delhi, 1970.

10. Moser C.A: Survey Methods in Social Investigation  
Heinemann ,1961.

11. Lokesh Kaul: Research Methodology of Educational Research  
,Vikas Publications , New Delhi,2008.

Professor R.K : Public Administration Research survey & Trends  
Arun Publishers 2005, Chandigarh

### **Semester –II: Course No –III Dissertation**

Maximum marks -100

The division of 100 marks will be as given below:

(i) Dissertation Writing	75 marks
(ii)Dissertation viva-voce	25 marks
Total	100 marks